

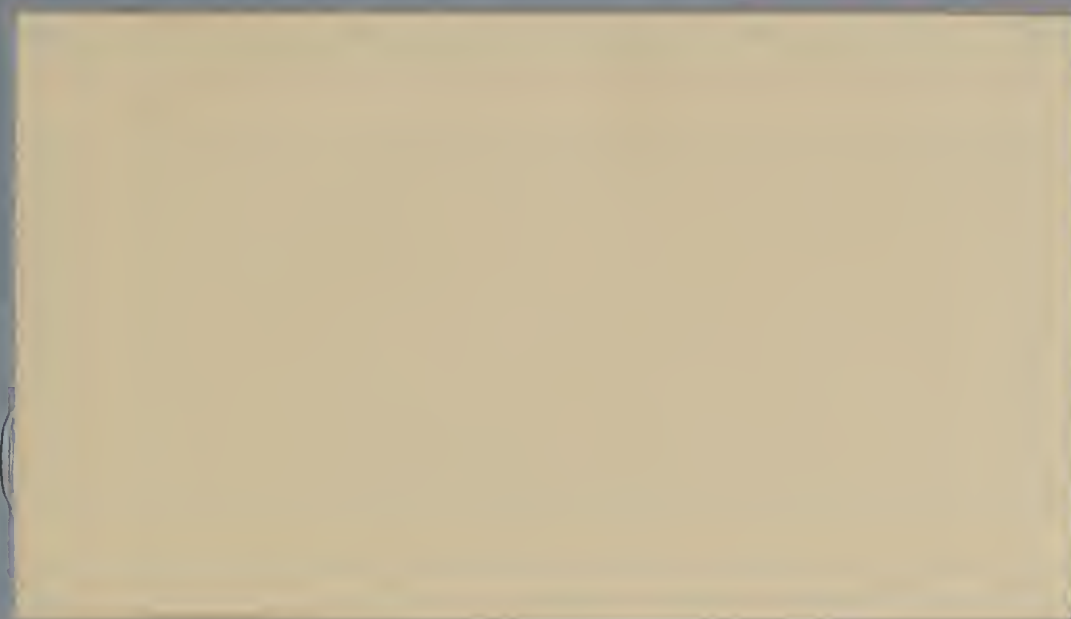
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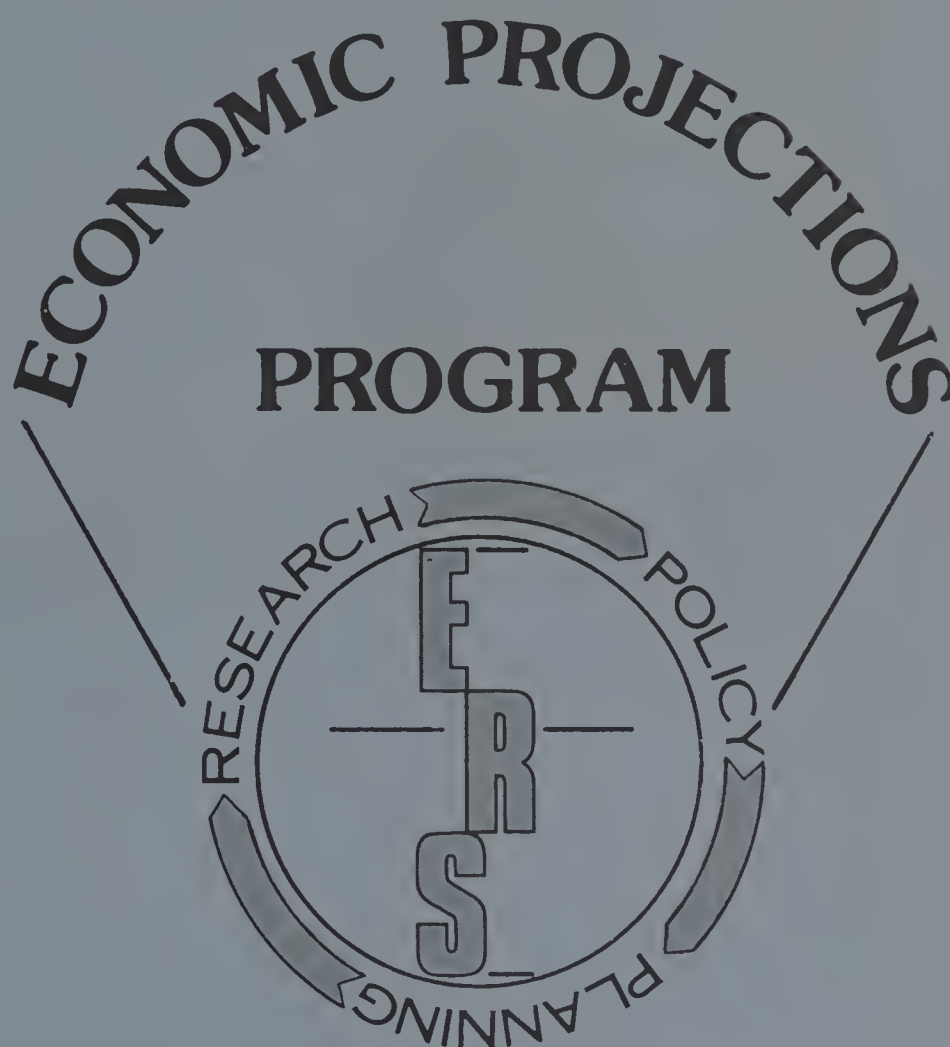


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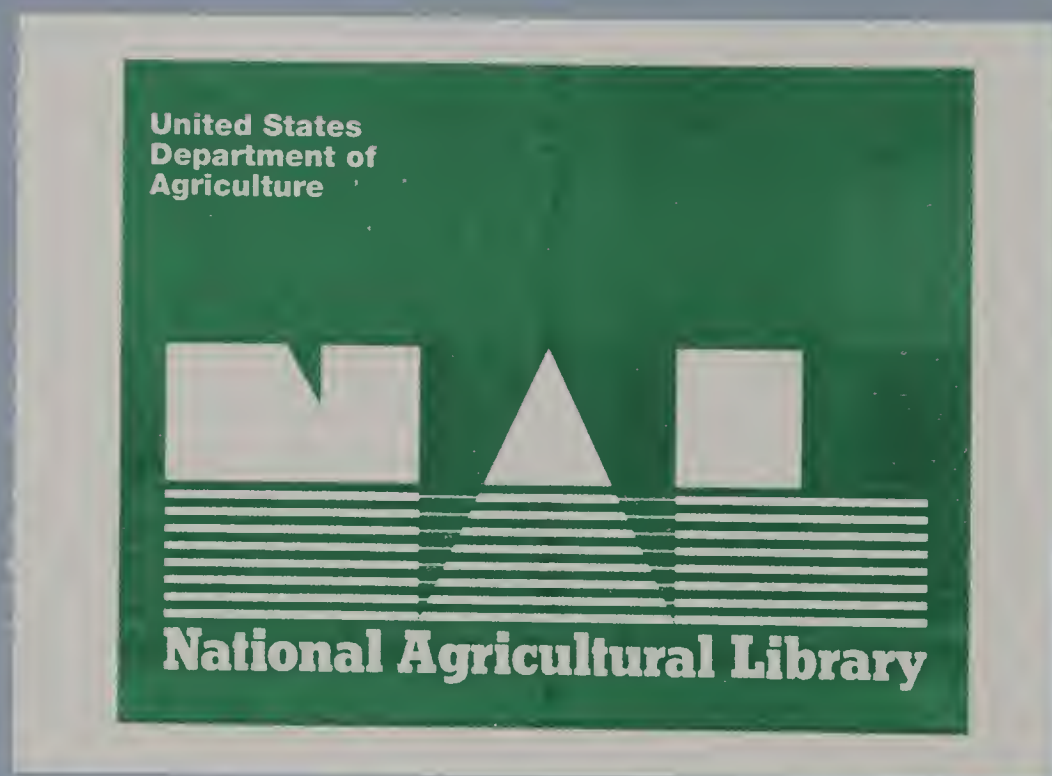
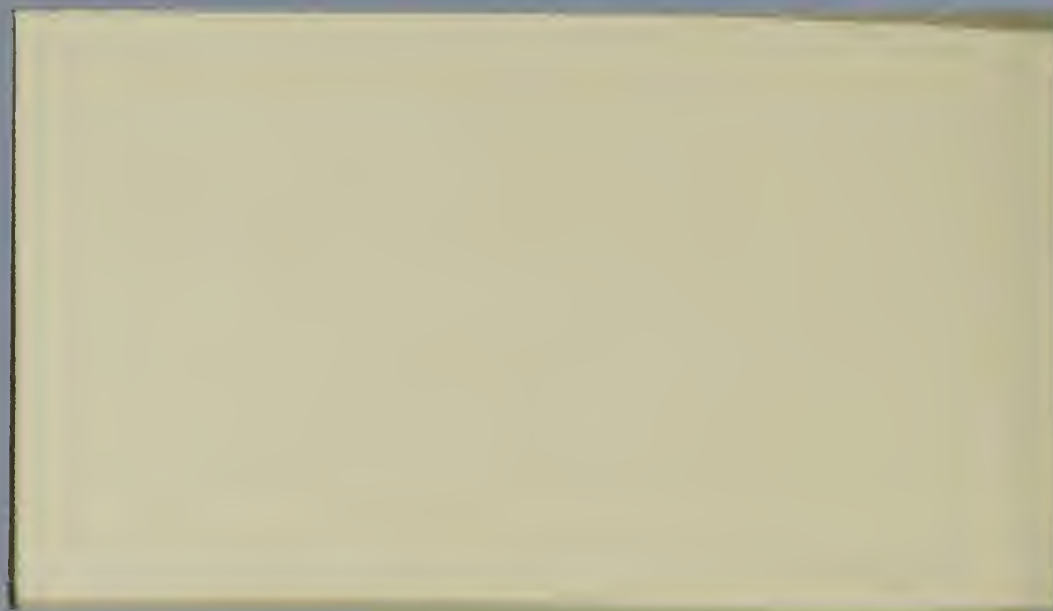
## National Economic Analysis Division

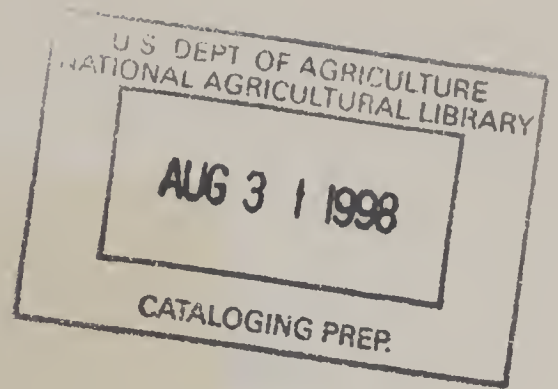


Economic Research Service

U.S. Department of Agriculture

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NO. AS.1.74  
PROJECTIONS COORDINATING  
DIRECTORY

Economic Projections Program

Economic Projections and Analytical  
Systems Program  
National Economic Analysis Division  
Economic Research Service  
U.S. Department of Agriculture  
Washington D.C.  
August, 1974

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## DIRECTORY OF PROJECTION TEAMS

Administrator, Quentin M. West, 448B- GHI .....	78104
Deputy Administrator, Food and Fiber Economics	
Kenneth R. Farrell, 448A- GHI.....	78464
Deputy Administrator, Resource and Development Economics	
Lyle P. Schertz, 440- GHI.....	78710
Commodity Economics Division	
Director, John E. Lee, 350- GHI.....	78676
Division of Information	
Director, Wayne V. Dexter, 1447 South.....	77133
Economic Development Division	
Director, William C. Motes, 460- GHI .....	78225
Foreign Demand and Competition Division	
Director, Joseph W. Willett, 348- GHI.....	78219
Foreign Development Division	
Director, William A. Faught, 3047 South .....	77393
Natural Resource Economics Division	
Director, Melvin L. Cotner, 412- GHI .....	78239
National Economic Analysis Division	
Director, William T. Manley, 246- GHI.....	78831
Deputy Director, James Donald, 244- GHI.....	78821
Coordinator for Projections, Leroy Quance 248- GHI .....	77681
Projection Teams	
Alternative Futures Projection Team	
Leroy Quance, Coordinator, 248- GHI .....	77681
James Donald, NEAD, 244- GHI .....	78821
Allen Smith, NEAD, 248- GHI .....	77681
Virden Harrison, NEAD, 248- GHI .....	77681
Terry Barr, NEAD, 260- GHI .....	77330
John Berry, NEAD, 120- GHI .....	74943
Eldon Weeks, NEAD, 106- GHI .....	78706
David Culver, CED, 391- GHI .....	78912
Don Seaborg, CED, 350- GHI .....	77021
Anthony Rojko, FDCE, 341- GHI.....	78981
Roger Strobehn, NRED, 428- GHI.....	72352
Clark Edwards, EDD, 400- GHI.....	79101
Commodity Projection Team	
Allen Smith, ERS, NEAD, 248- GHI.....	77681
Jim L. Matthews, ERS, NEAD, 262-GHI.....	78168
Gerald Plato, ERS, NEAD, 256- GHI.....	77681
C. J. Yeh, ERS, NEAD, 256- GHI.....	77681
Larry Schluntz, ERS, NRED, 404- GHI.....	78111
Richard Crom, ERS, CED, 361- GHI.....	78712
Theodore Moriak, ERS, CED, 391- GHI.....	78912
Anthony Rojko, ERS, FDCE, 341- GHI.....	78981



### Crop Yield Projection Team

Viriden Harrison, ERS, NEAD, Coordinator, 248- GHI.....	77681
Donald Durost, ERS, NEAD, 114- GHI.....	74943
David Harrington, ERS, NEAD, 141- GHI.....	79230
John Fritschen, ERS, NRED, 404- GHI.....	78111
Wyatte Harman, ERS, CED, 391- GHI.....	78840
Orville Overboe, ASCS, 5748- South.....	74417
L. P. Reitz, ARS, 320-B005.....	43909
Jack Aschwege, SRS, 0233- South.....	74857

### Special Commodity Yield Projection Teams

#### Food Grains - Wheat - Rice - Rye

Viriden Harrison, ERS, NEAD, Coordinator, 248- GHI.....	77681
Paul King, ASCS, 5758- South.....	76695
George Schaefer, ASCS, 5711- South.....	77923
James Naive, ERS, CED, 222- GHI.....	78636
Francis Gomme, ERS, CED, 240- GHI.....	74997
Dean Hazenmyer, SRS, 0219- South.....	73843
Donald Durost, ERS, NEAD, 114- GHI.....	74943
Gene Williams, ASCS, 5713- South.....	76611
James Vermeer, ERS, CED, 350- GHI.....	75593

#### Feed Grains - Corn - Oats - Barley - Sorghum

Viriden Harrison, ERS, NEAD, Coordinator, 248- GHI.....	77681
William Askew, ASCS, 5749- GHI.....	73421
Orville Overboe, ASCS, 5748- South.....	74417
James Naive, ERS, CED, 222- GHI.....	74997
Jack Ross, ERS, CED, 222- GHI.....	78636
Donald Durost, ERS, NEAD, 114- GHI.....	74943
Jack Aschwege, SRS, 0233- South.....	72127
Edward Lippert, SRS, 4845- South.....	76202

#### Oil Crops - Soybeans - Flaxseed - Peanuts - Others

Viriden Harrison, ERS, NEAD, Coordinator, 248- GHI.....	77681
Malcolm Maclay, ASCS, 5707- South.....	77865
Gene Williams, ASCS, 5713- South.....	76611
George Kromer, ERS, CED, 206- GHI.....	78806
William Hamlin, SRS, 0258- South.....	74214
Donald Bay, SRS, 0222- South.....	74285
Donald Durost, ERS, NEAD, 114- GHI.....	74943

#### Cotton

Viriden Harrison, ERS, NEAD, Coordinator, 248- GHI.....	77681
Thomas Beatty, ASCS, 5714- South.....	72786
Russell Barlowe, ERS, CED, 218- GHI.....	78776
Donald Bay, SRS, 0222- South.....	74285
Donald Durost, ERS, NEAD, 114- GHI.....	74943



Tobacco

Viriden Harrison, ERS, NEAD, Coordinator, 248- GHI .....	77681
E. W. Grove, ASCS, 6768- South .....	75993
Robert H. Miller, ERS, CED, 294- GHI .....	78059
Owen Shugars, ERS, CED, 294- GHI .....	75327
Robert Karnes, SRS, 0214- South .....	77688
Donald Durost, ERS, NEAD, 114- GHI .....	74943

Potatoes

Viriden Harrison, ERS, NEAD, Coordinator, 248- GHI .....	77681
Charles Porter, ERS, CED, 202- GHI .....	78669
George Rippel, ASCS, 6975- South .....	74786
Donald Fedewa, SRS, 0223- South .....	77720
Donald Durost, ERS, NEAD, 114- GHI .....	74943

Dry Beans

Viriden Harrison, ERS, NEAD, Coordinator, 248- GHI .....	77681
Charles Porter, ERS, CED, 202- GHI .....	78669
George Schaefer, ASCS, 5711- South .....	77923
Donald Bay, SRS, 0222- South .....	74285
Donald Durost, ERS, NEAD, 114- GHI .....	74943
Gene Williams, ASCS, 5713- South .....	76611

Sugar Beets and Sugarcane

Viriden Harrison, ERS, NEAD, Coordinator, 248- GHI .....	77681
Robert Stansberry, ASCS, 3746- South .....	75556
Bruce Walter, ERS, CED, 200- GHI .....	78666
Donald Bay, SRS, 0222- South .....	74285
Donald Durost, ERS, NEAD, 114- GHI .....	74943

Fruits, Nuts

Viriden Harrison, ERS, NEAD, Coordinator, 248- GHI .....	77681
Andy Duymole, ERS, CED, 200- GHI .....	78070
Donald Fedewa, SRS, 0223- South .....	77720
Donald Durost, ERS, NEAD, 114- GHI .....	74943

Land Projection Team

Leroy Quance, ERS, NEAD, Coordinator, 248- GHI .....	77681
Viriden Harrison, ERS, NEAD, 248- GHI .....	77681
Robert Reinsel, ERS, NEAD, 128- GHI .....	74943
Wyatte Harman, ERS, CED, 391- GHI .....	78840
John Fritschen, ERS, NRED, 404- GHI .....	78111
Larry Shluntz, ERS, NRED, 404- GHI .....	78111

Agricultural Inputs Projection Team

Austin Fox, ERS, NEAD, Coordinator, 253- GHI .....	77681
David Bell, ERS, NEAD, 120- GHI .....	74943
William Paddock, ERS, NEAD, 100- GHI .....	77577
W. Herbert Brown, ERS, CED, 276- GHI .....	78915
Marlin Hanson, ERS, NRED, 404- GHI .....	78111
Arthur Mackie, ERS, FDCD, 318- GHI .....	78290





## INTRODUCTION

The basic principle undergirding the Economic Projections Program is a dual thrust - National-Interregional Agricultural Projections (NIRAP) analytical system and a network of coordinated ERS projection teams. When more fully developed, the NIRAP system will be a computerized simulation model of U.S. agriculture with interrelated component models dealing with all major facets of U.S. agriculture.

Paralleling development of the NIRAP system is a structure of coordinated projection teams with representatives from appropriate program areas across ERS and other governmental agencies and universities. Whereas the NIRAP system provides a consistent, additive, guide response and low cost analytical capability, the coordinated projection teams capitalize on ERS's comparative advantage in economic research of having a large staff of professional economists specializing in every major facet of American Agriculture. Economists serving on coordinated projection teams have the first and last word as to what goes into and comes out of the NIRAP system. And for efficient and effective operational management, projection team coordinators are senior economists on the EPAS program staff.

Personnel assignments on the teams are coordinated through the Division directors and program leaders. A directory of these assignments preceeds General Memorandum No. 52.





UNITED STATES DEPARTMENT OF AGRICULTURE  
Economic Research Service  
Washington, D.C.

ERS General Memorandum No. 52, Revised  
(Supersedes ERS General Memorandum  
No. 52, dated February 4, 1971)

### Economic Projections Program

This memorandum sets forth the general philosophy, objectives, program characteristics and responsibilities for an integrated projections program supporting economic research, policy analysis and planning assistance missions of ERS and its component divisions.

#### Philosophy

The projections program is based upon the premise that ERS has a responsibility and capability to generate and communicate useful information concerning possible future developments in agriculture and rural areas to policymakers, program planners, agricultural researchers, and the general public. Further, the ERS capability for generating useful projections is based on the capability of professional staff and the results from research projects making up the ERS program.

The projections program is not a separate research area in the same sense as the other research activities of ERS. Rather, projections involve the synthesizing of research results from all program areas. Cause and effect relationships at work in agriculture and researched in the various functional program areas of ERS must be synthesized and integrated into systems characterizing the entire agricultural sector. From this abstract but integrated perspective, the projections program, in addition to fulfilling projections objectives, aids in the identification of opportunities for improving the ERS research program through highlighting of deficiencies in current information.

#### Objectives

Through the cooperative efforts of professional staff from various program areas and utilizing available research results: (1) combine and synthesize technical and economic relationships in agriculture into appropriate analytical models; (2) identify those relationships involving the highest degree of uncertainty; (3) project alternative paths of adjustment in U.S. agriculture based on the estimated technical and economic relationships and reasonable ranges of assumptions with respect to major uncertainties; (4) communicate resulting information to clients on a continuing basis; and (5) use feedback from this continuing process to make recommendations for improving the ERS research program.





## Program Characteristics

To fulfill these objectives, ERS will continue to improve and expand an integrated series of analytical systems encompassing important facets of the economics of the agricultural product markets, both domestic and foreign, farm, input and resource development sectors of U.S. agriculture.

At time intervals sufficient to facilitate research, policymaking and planning assistance activities, an appropriate number of alternative futures will be defined with respect to specified combinations of: (1) major forces exogenous to agriculture such as population, GNP, employment, per capita disposable income; and (2) major uncertainties within agriculture such as public and private expenditures for agricultural research and development, farm policies, resource use policies, and the institutional aspects of international agricultural trade.

The projecting of all major facets of U.S. agriculture under each specified alternative future will constitute the core projections program. One such alternative future will be termed the baseline projection. Within the core program a significant amount of economic analysis will be conducted in comparing each alternative future to the baseline projection.

Analytical extensions of the core program by researchers in all program areas are encouraged. These analytical extensions involve deviations not accounted for by any specified alternative future in the core program and are for the purposes of (1) fulfilling program area project objectives not covered by the core program; (2) providing analysis of emerging issues not identified when alternative futures of the core program were specified; and (3) developing new methodology and models complementary to the ERS projections program. Results of such analytical extensions of the core program will be compared to the baseline projection or, if more appropriate to another alternative future in the core program to insure that the various projections produced by ERS can be compared with each other in terms of the basic assumptions being used.

## Responsibilities

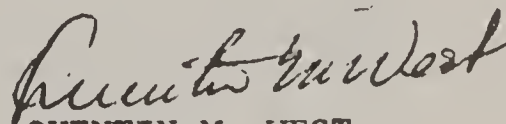
- A. The National Economic Analysis Division is responsible for developing an integrated ERS projections program as outlined above. This involves (1) surveying projection capabilities and needs in ERS; (2) identifying priorities for improving the projections program and recommending personnel and other resources needed to accomplish the stated priorities; (3) insuring availability of appropriate analytical systems for accomplishing objectives of the projections program; (4) conducting an annual evaluation of the projections program; (5) facilitating communications about all aspects of the projections program within ERS, between ERS and its clientele for projections, and with other organizations developing agricultural projections; (6) establishing an ERS publications series on



projections conducive to periodic updating that provides a visible and accountable measure of the projections program product, facilitates communications and encourages use and improvement of economic projections in agriculture; (7) providing written review comments to the appropriate Program Leader on all ERS manuscripts involving projections, prepared either as staff studies or for publication, and on research project proposals involving projections; (8) maintain a projections coordinating directory explaining ERS projections capabilities, identifying personnel with special expertise, providing coordinating instructions, summarizing technical and economic relationships simulated in each component model, including the basic assumptions, explaining how component models are integrated and used in simulating alternative futures, kinds of data required to operate the system, the output generated and specifying instructions on how to use the ERS projections system; and (9) keeping the Office of the Administrator and Division Directors informed on the projections program.

The NEAD Program Leader for Economic Projections and Analytical Systems is the Coordinator for Projections in ERS and is the principal agent for fulfilling NEAD responsibilities to provide overall leadership for the ERS projections program.

- B. Each Division of ERS has the responsibility of (1) identifying and fulfilling its client commitments and Program Area objectives with respect to projections, (2) providing research information and consultation contributing to the development of component models and the definition of alternative futures within the projections program, (3) providing appropriate professionals, as agreed upon through normal management channels, to serve on ERS projection teams, (4) providing comments to NEAD on the projections program and the projections made, and (5) providing reactions to review comments relating to projections made by NEAD on manuscripts and project proposals involving projections.
- C. For purpose of this memorandum, forecasts for periods of up to 2 years approved by the Outlook and Situation Board are not considered projections.
- D. All decisions with respect to the projections program will be made consistent with this memorandum and are subject to review and approval through normal management channels.

  
 QUENTIN M. WEST  
 Administrator





UNITED STATES DEPARTMENT OF AGRICULTURE  
ECONOMIC RESEARCH SERVICE  
WASHINGTON, D.C. 20250

8

January 8, 1974

SUBJECT: ERS Projections Memorandum No. 1 - Standard Operating Procedures  
for Projection Teams

TO: Division Directors, ERS  
Division Deputy Directors, ERS  
Program Leaders, ERS

This memorandum is a follow-up on our memorandum dated November 30, 1973, subject: ERS Projection Teams. Our purpose here is to (1) clarify questions raised about projection teams, (2) establish standard operating procedures for projection teams and (3) provide a tentative list of important facets of agriculture that will, at some time in the next 2-3 years, require establishing a projection team.

Because projection memoranda such as this will be repeatedly referred to during the year, a numbering system is established with this memorandum number 1. And because we want this series of projections memoranda, combined with ERS General Memorandum No. 52, Economic Projections Program, to provide the basic coordinating information for the ERS projections program, some information covered in the November 20 memorandum or in earlier memorandums is repeated here, or may be repeated in future memoranda.

#### Projection Team Concept

The ERS capability for generating useful projections is based on the capability of individual professionals and results from research projects in program areas across ERS. We want to utilize that capability in building an additive and integrated ERS-wide projections program. Also, we want the alternative futures making up the core projections program to cover as many needs for projections as practical.

Thus, ERS General Memorandum No. 52, Revised November 6, 1973, Economic Projections Program, calls for establishing appropriate projections teams with ERS-wide representation to define alternative futures for the Core Projections Program and to counsel NEAD in developing an integrated National-Interregional Agricultural Projections (NIRAP) system to project major facets of agriculture under each alternative future included in the core program.





Projection team activities will be limited to a minimal number of meetings during the year to provide our Economic Projections and Analytical Systems (EPAS) Program required counsel and information. EPAS will then carry the load of implementing the ERS projections Program. However, all program area personnel in ERS are encouraged to become as involved in the program as they judge appropriate in the conduct of their research programs.

### Organization and Responsibilities

Projection teams will consist of a team coordinator and several team members representing Program Areas, Divisions and Agencies with program responsibilities and technical and economic expertise in the subject matter covered by the team. Team responsibilities are to (1) designate, define, estimate probabilities of, and write scenarios of alternative futures for U.S. agriculture, (2) counsel EPAS staff in building analytical models to develop the NIRAP system, (3) provide data required for developing and using the NIRAP system and (4) evaluating projections and analysis generated from the NIRAP system.

The team coordinator will, by his professional capabilities and involvement in relevant research projects, be a recognized ERS leader in the subject matter area. He is responsible for (1) calling team meetings, (2) coordinating team activities, (3) formulating and documenting methodology for the appropriate NIRAP system component, (4) consulting and cooperating with the EPAS systems analyst in designing, developing, modifying, maintaining and operating ADP capabilities for effecting appropriate NIRAP system components and (5) keeping the ERS coordinator for projections fully informed of the projections team activities, status of the operational capability, documentation, and changes planned for NIRAP system components. Projection team members will bring their individual and program area professional expertise, information and projection requirements to bear on appropriate NIRAP system components and thus on the ERS projections program. They will cooperate with, and assist the team coordinator in planning and effecting appropriate projections capability in the NIRAP system. The NEAD Program Leader for Economic Projections and Analytical Systems (EPAS), is the ERS Coordinator for Projections and is the principal agent for fulfilling NEAD responsibilities to provide overall leadership for the ERS projections program. His responsibilities are specified in ERS General Memorandum No. 52.

### Procedure

1. Generally, an Alternative Futures Projection Team will, annually by March 1: (a) appraise the expected operational capability of the NIRAP system, (b) identify major uncertainties in the U.S. and world economies impacting on U.S. agriculture; (c) estimate appropriate alternative levels or attributes of each uncertainty; (d) estimate the probabilities



of all reasonable combinations of levels or attributes of each uncertainty to fix alternative futures for U.S. agriculture; (e) select a manageable number of the alternative futures to comprise the Core ERS Projections Program and identify from these alternatives the ERS Projected Agricultural Baseline; and (f) prepare scenarios describing each alternative future in the core program. This activity will be completed and submitted for approval to appropriate Divisions' and Administrator's management teams by March 1 of each year. The approved scenarios will define the Core ERS Projections Program for the following fiscal year. Only those variables for which an operational projection capability can be expected to exist in the NIRAP system by the end of the current fiscal year will be considered in defining alternative futures.

2. The Economic Projections and Analytical Systems (EPAS) Program Area, NEAD, will (a) physically develop and operate the NIRAP system in projecting major facets of U.S. agriculture under each alternative future in the core program and (b) prepare analyses and reports of resulting projections.

3. Other subject matter specific ERS projections teams will (a) counsel EPAS in developing and using NIRAP system component models, (b) review and adjust resulting projections as required, and (c) cooperate with EPAS in conducting analyses and compiling reports and publications.

#### Areas Covered by Projection Teams

There could be as many projection teams as there are variables in agriculture. Thus, judgement is required as to the major facets of agriculture that are most essential for ERS to have a good projections capability. And the ERS projections program is coordinated via the EPAS Program Area in NEAD. Both NEAD and the EPAS program have limited research resources and are held accountable for the productivity of those resources. Thus, management of the EPAS and ERS projections program are interdependent and each fiscal year, EPAS establishes project accountability factors that will tend to maximize the productivity of its limited research resources and satisfy the most pressing projection needs in ERS. Table 1 contains a tentative listing, with EPAS priorities indicated, of the projection teams that could be established over the next 2-3 years to enable ERS to accomplish the program objectives.

The tentative priorities are from the EPAS program accountability point of view and are an indication of the order in which we plan to initiate action. We are willing to consider other priorities.

Services of the NIRAP system are available to all program areas of ERS to make alternative projections or analytical extensions of the Core Projections Program that you judge useful in accomplishing your program objectives.





Future ERS Projection Memoranda will include specific Projection Team assignments and responsibilities.

*William T. Manley*

WILLIAM T. MANLEY, Director  
National Economic Analysis Division

Attachment



Table 1.--Major facets of U.S. and world agriculture for which ERS projection teams will be proposed in fiscal years 1974-76

Resource, input, service or product subsector of U.S. Food and Fiber sector	Major facet for which ERS needs a projection capability <u>1/</u>	Priority for establishing a projection team <u>2/</u>
<u>General Economy</u>	Variables impact on agriculture	5 <u>4/</u>
	Population	
	Employment	
	GNP	
	Per capita disposable income	
	Public monetary and fiscal policy	
	Agricultural impacts on the general economy	
	Consumer food prices and availability	5 <u>4/</u>
	Secondary economic impacts of basic agricultural adjustments	17
<u>Natural Resources</u>	Land	4
	Cropland availability and basic productivity	
	Pastureland availability and basic productivity	
	Conservation practices and land improvements	
	Land prices	
	Water	9
	Irrigation water require- ments	
	Irrigation water pricing	
	Livestock water requirements	
	Rural domestic water requirements	

Continued--





Table 1.--Major facets of U.S. and world agriculture for which ERS projection teams will be proposed in fiscal years 1974-76--Continued

Resource, input, service or product subsector of U.S. Food and Fiber sector	Major facet for which ERS needs a projection capability <u>1/</u>	Priority for establishing a projection team <u>2/</u>
	Water related recreation	
	Water quality	
<u>Farm Inputs</u>	Nonfarm produced	7
	Energy requirements	
	Fuel	
	Electricity	
	Machinery	
	Fertilizer	
	Buildings and equipment	
	Misc. supplies	
	Credit	
	Farm produced	
	Feed	
	Seed	
	Livestock	
	Labor	14
	Operator and family	
	Hired	
	Custom Services	15
	Industry characteristics <u>3/</u>	16
	Organization	
	Structure	
	Performance	
	Incentives	
<u>Farm Production and Utilization</u>	Aggregate supply and demand for food and fiber (com- modity requirements)	3
	Crop yields	2
	Technological change	6
	Research and development	

Continued--



Table 1.--Major facets of U.S. and world agriculture for which ERS projection teams will be proposed in fiscal years 1974-76--Continued

Resource, input, service or product subsector of U.S. Food and Fiber sector	Major facet for which ERS needs a projection capability <u>1/</u>	Priority for establishing a projection team <u>2/</u>
Productivity		
Regional commodity supply and demand distribution		
Enterprise production practices, costs, and returns		10
Farm Income		8
Gross income		
Production expenses		
Net income		
Capital gains and losses		
Number and size of farms		13
<u>Transportation</u>	Farm inputs	11.
	Food and fiber marketing	12
	Processing	
	Wholesaling	
	Retailing	
	Foreign	
	Industry characteristics	
	Organization	
	Structure	
	Performance	
	Incentives	

1/ Projection capabilities will generally include analyses of both supply and demand to arrive at market prices and quantities and will consider relevant public policies and programs.

2/ The first priority is for an Alternative Futures Team to define, estimate probabilities of and write scenarios for alternative futures for U.S. agriculture, differing with respect to major uncertainties impacting on agriculture.

3/ Characteristics would be projected at the manufacturing, wholesaling, retailing and servicing levels.

4/ Terry Barr in the Food Consumption, Demand Analysis and Consumer Interests Program, NEAD, can provide the needed information without ERS establishing a larger projection team.



UNITED STATES DEPARTMENT OF AGRICULTURE  
ECONOMIC RESEARCH SERVICE  
WASHINGTON, D.C. 20250

January 8, 1974

ERS Projections Memorandum No. 2 - Alternative Futures Projection Team

Melvin Cotner, NRED	Terry Barr, NEAD
John Lee, CED	Eldon Weeks, NEAD
Joe Willett, FDCE	David Culver, CED
Gaylord Worden, NEAD	Don Seaborg, CED
Program Leaders, NEAD	Tony Rojko, FDCE
James Donald, NEAD	Roger Strohhahn, NRED
Allen Smith, NEAD	Arlene Howell, NRED
Virden Harrison, NEAD	Clark Edwards, EDD

Responsibilities, procedures and organization of the ERS Alternative Futures Projection Team are delineated herein. Concerned individuals should also refer to ERS General Memorandum No. 52, Revised November 6, 1973, Economic Projections Program and ERS Projections Memorandum No. 1 - Standard Operating Procedures for Projection Teams, January 1974.

Responsibilities

The Alternative Futures Projection Team is responsible for defining alternative futures for U.S. agriculture that will comprise the ERS Core Projections Program. Alternative futures will focus on major uncertainties impacting on agriculture, consider potential problems in the future of U.S. agriculture and contribute toward anticipatory analysis, decision making and public program planning with respect to these potential problems. Also, the alternative futures will be selected consistent with the expected operational capability to project major facets of agriculture under each alternative future using ERS's automated National-Interregional Agricultural Projections (NIRAP) system.

Procedure

1. Generally, the Alternative Futures Projection Team will, annually by March 1: (a) appraise the expected operational capability of the NIRAP system; (b) identify major uncertainties in the U.S. and world economies impacting on U.S. agriculture; (c) estimate appropriate alternative levels or attributes of each uncertainty; (d) estimate the probabilities of all reasonable combinations of levels or attributes of each uncertainty to fix alternative futures for U.S. agriculture;





(c) select a manageable number of the alternative futures to comprise the Core ERS Projections Program and identify from these alternatives the ERS Projected Agricultural Baseline; and (f) prepare scenarios describing each alternative future in the core program. This activity will be completed and submitted for approval to appropriate Divisions' and Administrator's management teams by March 1 of each year. The approved scenarios will define the Core ERS Projections Program for the following fiscal year. Only those variables for which an operational projection capability can be expected to exist in the NIRAP system by the end of the current fiscal year will be considered in defining alternative futures.

2. The Economic Projections and Analytical Systems (EPAS) Program Area, NEAD, will: (a) physically develop and operate the NIRAP system in projecting major facets of U.S. agriculture under each alternative future in the core program; and (b) prepare analyses and reports of resulting projections.

3. Other subject matter specific ERS projection teams will: (a) counsel EPAS in developing and using NIRAP system component models, (b) review and adjust resulting projections as required, and (c) cooperate with EPAS in conducting analyses and compiling reports and publications.

4. The team coordinator will schedule team meetings as required to accomplish assigned responsibilities.

In order to provide a limited Core Projections Program for fiscal 1974, the Alternative Futures Team will meet early in January to define a limited number of alternative futures based on alternative projections of national population, net farm exports and productive capacity. And only commodity production, crop yields and cropland requirements at the national, farm production regional and state level will be projected in the fiscal 1974 program. Other efforts in the projections program during fiscal 1974 will be directed toward developing an expanded operational projections capability for use in fiscal 1975.

### Organization

NEAD: Leroy Quance -- Team Coordinator  
 James Donald -- Situation and Outlook  
 Allen Smith -- National requirements for food and fiber  
 Viriden Harrison -- Crop Yields  
 Terry Barr -- General economic conditions  
 John Berry -- Input supplies and prices  
 Eldon Weeks -- Indicators of sector performance

CED: David Culver -- Commodity Program Analyses  
 Don Seaborg





FDCD: Tony Rojko -- International Trade

NRED: Roger Strohbehn -- Natural Resource Use and Environmental Concerns

EDD: Clark Edwards -- Economic Development

Team membership may be changed at the request of Division Directors.

A handwritten signature in cursive script, reading "William T. Manley".

WILLIAM T. MANLEY, Director  
National Economic Analysis Division



UNITED STATES DEPARTMENT OF AGRICULTURE  
ECONOMIC RESEARCH SERVICE  
WASHINGTON, D.C. 20250

18

January 8, 1974

SUBJECT: ERS Projections Memorandum No. 3 - Commodity Requirements Projection Team

TO: Melvin Cotner, NRED	Jerry Plato, NEAD
John Lee, CED	Clifford Carman, NEAD
Joe Willett, FD CD	Marlin Hanson, NRED
Gaylord Worden, NEAD	Arlene Howell, NRED
Program Leaders, NEAD	Richard Crom, CED
Jim Matthews, NEAD	Milton Ericksen, CED
Allen Smith, NEAD	Tony Rojko, FD CD

The responsibilities, procedures and organization of the ERS National Commodity Requirements Projection Team are delineated herein. Concerned individuals should also refer to ERS General Memorandum No. 52, Revised November 6, 1973, Economic Projections Program and ERS Projections Memorandum No. 1 - Standard Operating Procedures for Projection Teams, January 1974.

Responsibilities

The national framework component of ERS's National-Interregional Projections (NIRAP) System is designed to project the national production and utilization of food and fiber commodities under each alternative future designated by the Alternative Futures Projection Team. The Commodity Requirements Projection Team is responsible for (1) consulting with the Economic Projections and Analytical Systems (EPAS) program area, NEAD to (a) determine variables relevant to commodity production-utilization projections and (b) select appropriate empirical techniques to use in developing a commodity production-utilization NIRAP system component, and (2) evaluating national commodity production-utilization projections generated from the NIRAP system prior to their release in staff reports, publications, or informally provided ERS clientele.

The desired ERS commodity production-utilization projection capability should have the following attributes: (1) an automated system capable of (a) processing historical and projected information for up to 31 crop and livestock commodities with appropriate utilization detail, both domestic and foreign; (b) simulating appropriate price-quantity and cross-commodity causal relationships in a consistent manner;



(c) enabling rapid response to questions regarding alternative futures for U.S. agriculture with respect to uncertainties impacting on commodity production and utilization; and (d) linking with other components of the NIRAP system to consistently project other major facets of agriculture such as crop acreage, production costs, farm income and consumer food prices.

### Procedure

1. The Commodity Requirements Team will annually review and make recommendations on empirical techniques for projecting commodity production-utilization proposed by EPAS as an integrated component of the NIRAP system.
2. EPAS will develop the required NIRAP system component and generate commodity projections under each alternative future in the ERS Core Projections Program with one such alternative designated the Projected Agricultural Baseline.
3. The Commodity Requirement Projection Team will review the commodity projections and adjust as necessary.
4. After final checks for consistency among component projections, the commodity production-utilization projections will serve as inputs into other NIRAP system components for projecting such variables as cropland use, etc. And EPAS, in cooperation with team members from other Program Areas, will use the commodity projections in conducting analyses and preparing reports and publications. Commodity projections will be completed by March 1 each year.

### Organization and Participation

Because commodity projections are critical on an agency-wide basis, it is essential to have agency-wide participation in this important projections activity. Assistance from various commodity, foreign trade, and resource specialists is required if we are to provide a reliable and consistent projections capability. And over time, as our commodity projections capability encompasses more sophisticated supply-demand relationships, this single Commodity Requirements Projection Team will subdivide into individual or commodity-group teams.

Participation on the ERS Commodity Requirements Projection Team is as follows:

NEAD: Allen Smith -- Team Coordinator  
       Jimmy Matthews -- Developing an improved commodity and aggregate  
                             farm output analytical capability for the  
                             NIRAP system  
       Jerry Plato  
       C. J. Yeh







NRED: Larry Schluntz -- Natural Resource Considerations

CED: Richard Crom -- Livestock relationships  
Ted Moriak -- Crop relationships

FDCD: Tony Rojko -- Agricultural exports and imports

Team assignments may be changed at the request of Division Directors.

WILLIAM T. MANLEY, Director  
National Economic Analysis Division



UNITED STATES DEPARTMENT OF AGRICULTURE  
ECONOMIC RESEARCH SERVICE  
WASHINGTON, D.C. 20250

January 8, 1974

ECT: ERS Projection Memorandum No. 4 - Crop Yield Projection Team

TO: Melvin Cotner, NRED  
John Lee, CED  
Bill Motes, EDD  
Joe Willett, FDCE  
Gaylord Worden, NEAD  
Program Leaders, NEAD  
Virden Harrison, NEAD

Don Durost, NEAD  
David Harrington, NEAD  
John Fritschen, NRED  
Arlene Howell, NRED  
Wyatte Harman, CED  
Orville Overboe, ASCS  
Jack Aschwege, SRS  
L. P. Reitz, ARS

The responsibilities, procedures, and organization of ERS Crop Yield Projection Teams are delineated herein. Concerned individuals should also refer to ERS General Memorandum No. 52, Revised November 6, 1973, Economic Projections Program and ERS Projections Memorandum No. 1 - Standard Operating Procedures for Projection Teams, January 1974.

### Responsibilities

The Secretary's Memorandum No. 1769, Revised (March 21, 1972) assigns the Administrator of the Economic Research Service responsibility for providing to the Interagency Commodity Estimates Committees basic data and economic analyses relating to acreage, yields, production, utilization, foreign trade and price estimates of each commodity. The ERS Crop Yield Projection Team is responsible for fulfilling this obligation with respect to crop yields.

The ERS Crop Yield Projection Team is responsible for (1) consulting with the Economic Projections and Analytical Systems (EPAS) Program Area, NEAD to (a) determine variables relevant to crop yield projections; and (b) select appropriate empirical techniques to use in developing a crop yield projecting component to ERS's National-Interregional Agricultural Projections (NIRAP) System; and (2) evaluating and adjusting if necessary, crop yield projections for official USDA release.

The desired ERS crop yield projecting capability should have the following attributes: (1) an automated system capable of (a) processing historical data and projecting crop yields from up to 50 states, 20 or so commodities, and 2-3 special production practices; (b) simulating appropriate causal relationships in a consistent manner; (c) enabling rapid response to questions regarding alternative futures for U.S. agriculture with respect to uncertainties affecting crop yields; and (d) linking with other components of the NIRAP system to project commodity production and crop acreage as well as yields. Some of the





required causal relationships involve technology, fertilizer and other input use, irrigation development, and commodity programs.

### Procedure

1. The Yield Projection Team will annually review and make recommendations on empirical techniques for projecting crop yields proposed by EPAS as an integrated component of the NIRAP system.
2. EPAS will develop the required NIRAP system component and generate crop yield projections under each alternative future in the ERS Core Projections Program with one such alternative designated the Projected Agricultural Baseline.
3. The ERS Crop Yield Projection Team will review the yield projections and adjust as necessary.
4. Yield projections will then be reviewed by Special Commodity Yield Projection Teams and adjusted as necessary for commodity specific outlook and technological information.
5. After final checks by the Yield Projection Team for consistency among commodities, the Projected Agricultural Baseline yield projections will be released to the Interagency Commodity Estimates Committees as official USDA crop yield projections. And EPAS, in cooperation with team members from other program areas will use the crop yield projections in projecting other related variables, conducting analyses, and preparing reports and publications. Crop yield projections will be completed by February 15 each year.
6. For fiscal 1974, an analytical capability with the desired casual relationships is not operational. Thus the following abbreviated procedure will be followed: (a) the ERS Crop Yield Projection Team and Special Commodity Crop Yield Projection Teams will review and adjust if necessary, the USDA crop yield projections released January 31, 1973; (b) this review and adjustment process will consider changes in historical trends and possible impacts of the energy crisis on crop yields; and (c) following this review and adjustment process, the ERS Crop Yield Projection Team coordinator will release the adjusted crop yield projections as official USDA projections. This procedure should be completed by February 15, 1974.

### Organization

Because crop yield projections are critical on a Departmental-wide basis for program planning, budgeting, and for evaluating and administering present and proposed programs, it is essential to have interagency participation in ERS crop yield projecting activities and that these activities





be conducted in close accord with the Interagency Commodity Estimates Committees. Participation on the ERS Crop Yield Projection Team is as follows:

ERS

NEAD: Virden Harrison -- Team Coordinator  
 Don Durost -- Technological change  
 David Harrington -- Fertilizer use

NRED: John Fritschen -- Land availability and basic productivity

CED: Wyattte Harman -- Commodity Program Analysis

ASCS Orville Overboe -- Interagency Commodity Committees

ARS L. P. Reitz -- Crop breeding and production technology

SRS Jack Aschwege -- Data sources and crop estimates

Team assignments may be changed at the request of each Division or Agency. Special Commodity Yield Projection Teams with representation from Interagency Commodity Estimates Committees will be designated at a later date as an addendum to this memorandum.

*William T. Manley*

WILLIAM T. MANLEY, Director  
 National Economic Analysis Division



UNITED STATES DEPARTMENT OF AGRICULTURE  
ECONOMIC RESEARCH SERVICE  
WASHINGTON, D.C. 20250

January 30, 1974

SUBJECT: Addendum to ERS Projection Memorandum No. 4 -- Crop Yield Projection Team

TO: Melvin Cotner, NRED  
John Lee, CED  
Jim Vermeer, CED  
Bill Motes, EDD  
Joe Willett, FDCCD

Gaylord Worden, NEAD  
James Donald, NEAD  
Arlene Howell, NRED  
Program Leaders, NEAD

ERS Projections Memorandum No. 4 dated January 8, 1974 established the responsibilities, procedures, and organization of the ERS Crop Yield Projection Team. In addition to that team, which has overall responsibility for yield projections, this memorandum establishes Special Commodity Yield Projection Teams for nine commodity areas.

Procedure

The interrelationship between the ERS Yield Projection Team and the Special Commodity Yield Projection Teams is as follows:

1. The Yield Projection Team will annually review and make recommendations on empirical techniques for projecting crop yields proposed by EPAS as an integrated component of the NIRAP system.
2. EPAS will develop the required NIRAP system component and generate crop yield projections under each alternative future in the ERS Core Projections program with one such alternative designated the Projected Agricultural Baseline.
3. The ERS Crop Yield Projection Team will review the yield projections and adjust as necessary.
4. Yield projections will then be reviewed by Special Commodity Yield Projection Teams and adjusted as necessary for commodity specific outlook and technological information.
5. After final checks by the Yield Projection Team for consistency among commodities, the Projected Agricultural Baseline yield projections will be released to the Interagency Commodity Estimates Committees as official USDA crop yield projections. And EPAS, in



cooperation with team members from other program areas will use the crop yield projections in projecting other related variables, conducting analyses, and preparing reports and publications. Crop yield projections will be completed by February 15 each year.

6. For fiscal 1974, an analytical capability with the desired causal relationships is not operational. Thus the following abbreviated procedure will be followed: (a) the ERS Crop Yield Projection Team and Special Commodity Crop Yield Projection Teams will review and adjust if necessary the USDA crop yield projections released January 31, 1973; (b) this review and adjustment process will consider changes in historical trends and possible impacts of the energy crisis on crop yields; and, (c) following this review and adjustment process, the ERS Crop Yield Projection Team coordinator will release the adjusted crop yield projections as official USDA projections. This procedure should be completed by February 15, 1974.

### Organization

As shown in the January 8, 1974 memo, the ERS Crop Yield Projection Team is composed of the following members:

Virden Harrison, ERS, NEAD, Team Coordinator  
 Donald Durost, ERS, NEAD, Technological Change  
 David Harrington, ERS, NEAD, Fertilizer Use  
 John Fritschen, ERS, NRED, Land Availability and Basic Productivity  
 Wyattte Harman, ERS, CED, Commodity Program Analysis  
 Orville Overboe, ASCS, Interagency Commodity Committees  
 L. P. Reitz, ARS, Crop Breeding and Production Technology  
 Jack Aschwege, SRS, Data Sources and Crop Estimates

The Special Commodity Yield Projection Teams are as follows:

### Food Grains--Wheat, rice, rye

Paul King, ASCS, Member Interagency Commodity Estimates Committee (ICEC) for wheat  
 George Schaefer, ASCS, member ICEC for rice  
 James Naive, ERS, CED, member ICEC for wheat and rice  
 Francis Gomme, ERS, CED  
 Dean Hazenmyer, SRS  
 Donald Durost, ERS, NEAD  
 Virden Harrison, ERS, NEAD, Team Coordinator

### Feed Grains--Corn, oats, barley, sorghum

William Askew, ASCS, member ICEC  
 Orville Overboe, ASCS





James Naive, ERS, CED, member ICEC  
 Jack Ross, ERS, CED  
 Carl Cross, SRS  
 Donald Durost, ERS, NEAD  
 Virden Harrison, ERS, NEAD, Team Coordinator

#### Oil Crops--Soybeans, flaxseed, peanuts, others

Malcolm Maclay, ASCS, member ICEC (soybeans, flax)  
 R. G. Burton, ASCS (peanuts)  
 George Kromer, ERS, CED, member ICEC  
 William Hamlin, SRS (soybeans)  
 Donald Bay, SRS (peanuts)  
 Donald Durost, ERS, NEAD  
 Virden Harrison, ERS, NEAD, Team Coordinator

#### Cotton

Thomas Beatty, ASCS, member ICEC or C.V. Cunningham, ASCS  
 Russell Barlowe, ERS, CED, member ICEC  
 Donald Bay or Don Ledford, SRS  
 Donald Durost, ERS, NEAD  
 Virden Harrison, ERS, NEAD, Team Coordinator

#### Tobacco

E. W. Grove, ASCS, member ICEC  
 Robert H. Miller, ERS, CED, member ICEC  
 Owen Shugars, ERS, CED  
 Robert Karnes, SRS  
 Donald Durost, ERS, NEAD  
 Virden Harrison, ERS, NEAD, Team Coordinator

#### Potatoes

Charles Porter, ERS, CED, member ICEC  
 George Rippel, ASCS,  
 Donald Fedewa, SRS  
 Donald Durost, ERS, NEAD  
 Virden Harrison, ERS, NEAD, Team Coordinator

#### Dry Beans

Charles Porter, ERS, CED, member ICEC  
 George Schaefer, ASCS, member ICEC  
 Donald Bay, SRS  
 Donald Durost, ERS, NEAD  
 Virden Harrison, ERS, NEAD, Team Coordinator



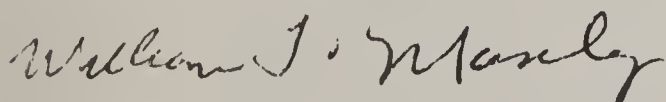
Sugar Beets and Sugarcane

Robert Stansberry, ASCS  
Bruce Walter, ERS, CED  
Donald Bay or Robert Karnes, SRS  
Donald Durost, ERS, NEAD  
Virden Harrison, ERS, NEAD, Team Coordinator

Fruits, Nuts

Andy Duymovic, ERS, CED  
Donald Fedewa, SRS  
Donald Durost, ERS, NEAD  
Virden Harrison, ERS, NEAD, Team Coordinator

Team assignments may be changed as appropriate at the request of each Division or Agency.



WILLIAM T. MANLEY, Director  
National Economic Analysis Division

cc: All members of Crop Yield Projection Team  
All members of the Special Commodity Yield Projection Teams





UNITED STATES DEPARTMENT OF AGRICULTURE  
ECONOMIC RESEARCH SERVICE  
WASHINGTON, D.C. 20250

DRAFT

August 28, 1974

SUBJECT: ERS Projections Memorandum No. 5 - Land Projection Team

TO: Administrator  
etal.

Virden Harrison, NEAD  
Robert Reinsel, NEAD  
Wyatte Harman, CED  
John Fritschen, NRED  
Larry Schluntz, NRED

This memorandum establishes an ERS Land Projection Team. Proposed responsibilities, procedures and organization are delineated below. Concerned individuals should also refer to ERS General Memorandum No. 52, Revised November 6, 1973, Economic Projections Program and ERS Projections Memorandum No. 1, Standard Operating Procedures for Projection Teams, January 8, 1974.

Responsibilities:

The ERS Land Projection Team is responsible for advising and assisting the Economic Projections and Analytical Systems (EPAS) program area, NEAD regarding land availability and land use in the future. This team will focus on the potential problems and uncertainties concerning the land which will be available and alternative uses that could compete with agriculture. They will be responsible for reviewing and making recommendations on all ERS manuscripts involving projections of land, prepared either as staff studies or for publication, and for research project proposals.

Procedure:

1. Initially the Land Projection Team will:

- (1) delineate separate land categories to be included in ERS's National-Interregional Agricultural Projections (NIRAP) system.
- (2) determine variables relevant to land availability and use projections.
- (3) select appropriate empirical techniques for developing needed ERS capabilities for projecting land availability, basic productivity and use.



2. The EPAS program area, under the guidelines of this team, will develop an automated land availability and use projection system capable of (1) processing historical data and projecting land in 50 states used in producing about 20 commodities under two or three production practices, as well as urban and miscellaneous uses; (2) simulating appropriate causal relationships in a consistent manner including the effects of irrigation development drainage and clearing technological change, fertilizer and other input use related to environmental quality and commodity programs; (3) linking the land use component with other components of the NIRAP system to project crop yields and commodity production as well as land use and (4) generating land use projections under each alternative future in the ERS Core Projections Program.
3. Then, the Land Projection Team will (1) annually review the results of the these projections and make recommendations for needed adjustments in coefficients and empirical techniques. (2) meet as required to review and make recommendations concerning land projections generated in the NIRAP System for use in staff and other special reports and in other ERS manuscripts and project proposals.

#### Organization:

Participation on the ERS Land Projection Team is as follows:

NEAD: Leroy Quance -- Team Coordinator  
 Virden Harrison -- Crop Yields  
 Robert Reinsel -- Inputs and Finance

CED: Wyattte Harman -- Commodity Program Analysis

NRED: John Fritschen--Land Availability and Basic Productivity  
 Larry Schluntz -- Resource Projections

Team assignments may be changed at the request of each Division.

WILLIAM T. MANLEY, Director  
 National Economic Analysis Division



UNITED STATES DEPARTMENT OF AGRICULTURE  
ECONOMIC RESEARCH SERVICE  
WASHINGTON, D.C. 20250

August 28, 1974

SUBJECT: ERS Projections Memorandum No. 6 - Agricultural Inputs  
Projection Team

TO: Administrator Austin Fox, NEAD  
etal. David Bell, NEAD  
William Paddock, NEAD  
W. Herbert Brown, CED  
Marlin Hanson, NRED  
Arthur Mackie, FDGD

This memorandum establishes an ERS Agricultural Inputs Projection Team. Proposed responsibilities, procedures and organization are delineated below. Concerned individuals should also refer to ERS General Memorandum No. 52, Revised November 6, 1973, Economic Projections Program and ERS Projections Memorandum No. 1, Standard Operating Procedures for Projection Teams, January 8, 1974.

Responsibilities:

The ERS Agricultural Inputs Projection Team is responsible for advising and assisting the Economic Projections and Analytical Systems (EPAS) program area, NEAD, regarding agricultural inputs which are defined to include only nonfarm inputs manufactured for farm use. This team will focus on the potential problems and uncertainties concerning these inputs and the effects these problems may have on the production of agricultural commodities under the alternative futures as designated by the Alternative Futures Projection Team. They will be responsible for reviewing and making recommendations on all ERS manuscripts involving projections of nonfarm inputs manufactured for farm use, prepared either as staff studies or for publication, and for research project proposals.

Procedure:

1. Initially, the Inputs Projection Team will:
  - (1) delineate separate input categories to be included in ERS's National-Interregional Agricultural Projections (NIRAP) System.
  - (2) make recommendations for establishing specific input projection teams for selected categories of inputs.
  - (3) advise on developing methodology and projections





capability for nonfarm produced inputs and

- (4) identify and make recommendations for filling data gaps and analytical needs for projecting farm inputs under alternative futures.
2. The EPAS program area, under the guidelines of this team, will develop an automated inputs projection component of the NIRAP system capable of (1) explaining historical and projected information, (2) simulating changes related to price-quantity relationships for individual inputs and among inputs, (3) responding rapidly to questions about the effects of availability of farm inputs on alternative futures, and (4) linking the inputs component with other components of the NIRAP system to project farm inputs that are consistent with selected alternative futures, commodity requirements, crop acreages, production costs, farm income, and consumer food prices.
  3. Then, the Inputs Projection Team will:
    - (1) Annually review the results of these input projections and make recommendations in needed adjustments in coefficients and empirical techniques.
    - (2) Meet as required to review and make recommendations concerning input projections generated in the NIRAP system for use in staff and other special reports and in other ERS manuscripts and project proposals.
    - (3) Make final checks for consistency among component projections. Then, the commodity production - utilization and inputs projections will serve as inputs into other NIRAP system components for projecting such variables as expenditures and farm income.

### Organization:

Because agricultural input projections are important on a Department-wide basis for program planning, budgeting and for evaluating and administering present and proposed programs, it is essential to have interagency participation on the Agricultural Inputs Projection Team. However, the participation initially will be limited to ERS. Later, other agencies will be included -- specifically ARS, ASCS, FCS, and SRS.

There will be one team which has overall responsibility for farm input projections. Other teams may be added as needed to focus



on specific inputs. Participation on the ERS Agricultural Inputs Projection Team will be as follows:

NEAD: Austin Fox, Coordinator  
David Bell  
William Paddock

CED: W. Herbert Brown

FDCD: Arthur Mackie

NRED: Marlin Hanson

Team assignments may be changed when appropriate and at the request of each Division or Agency.

WILLIAM T. MANLEY, Director  
National Economic Analysis Division





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